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INFORMATION SYSTEMS AND TECHNOLOGIES IN THE MANAGEMENT OF ORGANIZATIONS

Each enterprise is unique, therefore there is no single management model. The choice of management model depends on the following factors:

- the size of the enterprise;
- the nature of the products produced;
- the nature of the environment.

The management system should be simple and flexible, ensure the efficiency and competitiveness of the operation of the enterprise. It should have the following characteristics:

- a small number of management levels;
- the presence of a few units that have highly qualified employees;
- product quality and all work procedures must be consumer oriented.

Any enterprise must have an information system for data processing and develop appropriate information technology.

In information technologies, the subject and product of labor is information, and the tools of labor are computer and telecommunication equipment. The following information technologies are used in the management of modern enterprises, which are shown in Fig. 1.

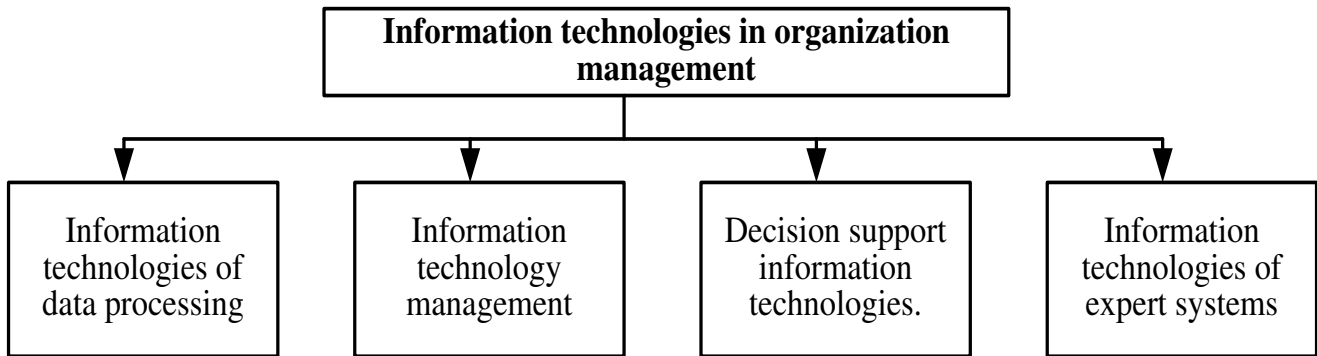


Figure 1 Information technologies

Information technologies of data processing are intended for solving well-structured problems, for which there are necessary input data and known algorithms and other standard procedures for their processing. This technology is used at the level of operational (executive) activities of low-skilled personnel with the aim of automating some routine, constantly repeated managerial operations.

Example. Calculation of wages in the corresponding subsystem.

Accounting takes into account the receipt and expenditure of material and financial resources at the enterprise, workforce; prepares reports on the enterprise's activities and submits them to enterprise managers, as well as to state and local economic bodies

Information technology management. The goal is to satisfy the information needs of all company employees, without exception, who deal with decision-making. It can be useful at any level of management. This information takes the form of regular or special management reports.

Example. The planning and production department carries out calendar operational and production planning. Develops plans-graphs (monthly, ten-day, daily, variable and time) in natural indicators of start-up in production and release of finished products, monitors execution of plans.

Decision support information technologies. The form of the user's language is the form of input and output documents. Having received the input form (document), the user fills it with the necessary data and enters it into the computer. The decision support system performs the necessary analysis and issues the results in the form of an output document. Example. The HR department analyzes staff turnover

Information technologies of expert systems. Expert systems enable a manager, a specialist, to receive expert advice on any problem, the knowledge of which has been accumulated by these systems. The main idea of using the technology of expert systems is to receive his knowledge from an expert and, having loaded it into the computer's memory, use it every time the need arises. The technology of expert systems provides the possibility to receive not only solutions, but also the necessary explanations as source information.

Example. The marketing and sales department investigates sales markets using expert systems for analysis.

The implementation of information technologies and systems at the enterprise level significantly increases the productivity of personnel, frees them from routine operations and increases production efficiency.